



2008-06-23

49th MEETING OF THE BOARD OF ADVISORS TO THE PRESIDENT, NAVAL POSTGRADUATE SCHOOL

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23 June 2008

From: Chair, Board of Advisors to the President, Naval
Postgraduate School

To: Secretary of the Navy

Via: (1) President, Naval Postgraduate School
(2) Chief of Naval Operations

Subj: FORTY-NINTH MEETING OF THE BOARD OF ADVISORS TO THE
PRESIDENT, NAVAL POSTGRADUATE SCHOOL

Ref: (a) Public Law 92-463, Federal Advisory Committee Act
(b) SECNAVINST 1524.2B

Encl: (1) Board of Advisors Members and Other Meeting Attendees

1. In accordance with references (a) and (b), the Naval Postgraduate School (NPS) Board of Advisors (BOA) met on April 22 and 23, 2008 at NPS in Monterey, California. A list of members and others in attendance is at Enclosure (1).

2. The Spring Meeting Was Held in Monterey. Members of the Board of Advisors enjoy especially the opportunity to talk with students and faculty during our spring meetings at the university in Monterey. Our brief interactions with the superb students (U.S. and International) again reinforced our understanding of the excellent learning process being led by the school and its top flight faculty. We come away as always committed to supporting the institution and finding ways to spread the word about its contributions both to the body of learning of its students and the benefit to the Nation of its stature and collaborations. **We continue (as we will reiterate below) to urge that the Department of the Navy provide a higher level of support to the maintenance and operation of this world class research university.**

3. The Important Role of DCNO N1 on our Board. We were pleased that VADM Mark Ferguson, the new Chief of Naval Personnel was able to join us mere days after assuming his office. Once again we were reminded of the importance of having the officer with his responsibilities among our number. We expect that the Admiral's views and advice will be essential in coming years to our ability to contribute to providing the Secretary of the Navy and the President, NPS with useful ideas and recommendations. We are also pleased at VADM Ferguson's offer to brief the Board at our October meeting on the Navy HR program for the future and how the future looks for the various communities filling student

billets. This is especially important in view of the decline in Navy end-strength. The Board continues to watch with interest and some concern the subspecialty utilization rate by the Navy in some line communities.

4. The GERB. The recent reactivation of the Graduate Education Review Board (GERB) by the Vice Chief of Naval Operations is a very positive development for the Naval Postgraduate School. Not only does the GERB offer a forum in which the accomplishments and needs of the school can be heard, but this assembly affords an opportunity for lessons to be shared among NPS, the Naval War College, the Bureau of Naval Personnel, and others with responsibilities for the missions and benefits of the Navy's premier educational institutions. The Chair of your NPS Board of Advisors is pleased to be included in the membership of the GERB.

5. Acquisition Education at NPS. During the course of this meeting, members of the Board became aware that few unrestricted line officers of the Navy are participating in the NPS Masters degree program in acquisition. At the same time, the Navy faces difficulties in shipbuilding, and in aircraft and weapons systems acquisition. In subsequent meetings, the Board will undertake a more thorough review with NPS of the opportunities afforded by the school in acquisition education. We intend to offer our view of possible advantages to the Navy associated with earlier and more intensive education of the officer corps and Department of the Navy civilians in acquisition.

6. The National Stature of the Operations Research Department Acknowledged. The Operations Research (OR) Department chairman, Professor James Eagle, presented an overview of his department. The sponsor of the program is OPNAV N81 and NPS OR was the first OR departmental program developed in the U.S. The program emphasizes a blend of theory and application and has specialties in Operations Analyses, Operational Logistics, and Human Systems Integration. The department also sponsors a distance learning program in System Analyses. The Board is pleased that department faculty have received national recognition. These honors include: Professor Gerald Brown, elected to the National Academy of Engineering; the Military OR Society named two new annual prizes in honor of NPS OR faculty - the Wayne Hughes Junior Analyst Award and the Richard Rosenthal Student Competition Award; Professor Donald Gaver received a 2007 Distinguished Achievement Award from the American Statistical Society; and Professor Dave Schraday won INFORMS' Steinhard Prize for career accomplishments in Military OR. Professor Eagle also pointed out that in an April 2004 Interfaces article, "Ranking

of Universities' Contributions to the Practice of OR Literature," the NPS OR Department was tied for the top ranking in the country. The Board is also pleased that the university plans to give a department summary at each board meeting. **In fact, the Board would appreciate receiving an update by NPS staff at each meeting on all awards received by and recognition accorded to anyone serving in any department of the NPS faculty during the previous six months.**

7. On-site systems engineering curriculum at Patuxent River and Dahlgren. The Board was pleased to learn about an ambitious educational outreach program undertaken by NPS. The Embedded Systems Engineering concept is designed by NPS as a highly advantageous educational and research program for the systems commands, their students, and NPS faculty. The Navy's Systems Engineering Oversight Council, led by the Chief Systems Engineer, ASN (RD&A), is investing in this education program that brings together a balance of research and teaching at the systems commands. NPS provides faculty to teach, faculty members who at the same time perform command sponsored research that is matched to command needs and student projects. Naval Air Systems Command at NAS Patuxent River has the program underway with a new cohort of students just finishing their first quarter as the Board met. NPS is exploring similar education and research options with Naval Surface Warfare Center, Dahlgren, the Marine Corps Systems Command, Quantico, and SPAWAR in San Diego, among others.

8. International Students at NPS. We're concerned that numbers of in-residence international students appear to be declining. We note the drop from 353 students representing 56 countries in 2004 to the current level of 264 students from 37 countries. The international component of the student body, officers and officials from countries around the world, represent a remarkable opportunity for the United States in its outreach to the global national security community. NPS contributes to the education of present and future foreign defense leaders and to their familiarity with the U.S. and its programs and perspectives. This program exemplifies "soft power" diplomacy at its best. The Board is anxious to support and encourage the broadest possible representation of international officers in attendance at NPS. Students should come not only from Third World countries (important as those connections continue to be), but also from our major allies. Our major allies appear to be underrepresented. This issue will continue to be an item of interest for your Board of Advisors. **We recommend that Navy leaders consider the international program at NPS an important component of the Nation's strategy for engagement and emphasize**

this program in Navy to Navy talks and other international forums with allied and friendly governments.

9. Condition of Facilities at NPS. For several years there have been understandable uncertainties about the future of NPS; the Base Realignment And Closure process hovered over NPS and colored investment decisions about the university. Among other things, NPS has not been receiving the support it needs to maintain the quality facilities necessary for a flagship education. While no one knows for sure at this point, the poor condition of parts of the NPS plant and equipment could conceivably have a negative impact on the impending academic accreditation processes. The problem is two-fold. First, there is not a sufficiently ambitious plan (and attendant resources) for recapitalizing the facilities and equipment of the university. Second, the level of maintenance and janitorial services is far below what is necessary. **The Board recommends that the Navy leadership create a strategic plan for the recapitalization of the facilities and identify the resources to support the plan in the PR10 process. (Consideration should be given to preparing the plan and identifying at least some funding before the accreditation process is finished.)** Further, the Board recommends the immediate creation of a dedicated workforce assigned to NPS to maintain existing facilities. The Board also asks that specific updates on facilities by NPS staff be added to its semi-annual meeting agendas for the foreseeable future.

10. Centennial Events. The centennial celebration of NPS is 2009. NPS is developing an aggressive and impressive program to celebrate the centennial. **We recommend, to the extent possible, that Navy leadership become involved in this important celebration of its flagship graduate institution.** Participation could include Centennial references by leaders in Navy, trade, and public media, as well as planned appearances in conjunction with important Centennial events.

Here are some of the key events now being planned:

- Ship Visits
- Monthly Centennial Lecture Series
- Historical Displays Around the Campus
- Centennial Sporting Activities (Bike Rally, Walk/Run, Golf Tournaments)
- Create Alumni Wounded/Killed in Action Monument.

11. NPS Foundation. The NPS Board was briefed by leaders of the re-energized NPS Foundation; we are impressed with their plans to support the institution. The energy is evident and the additional support the Foundation intends to provide will undoubtedly improve in important ways the ability of the university to serve its students, the faculty and the Nation. The Board of Advisors will be pleased to continue to work with the Foundation on behalf of NPS.

12. Helping NPS Plan for the Future. Finally, the Board suggests to all who are contributing to the growth and development of NPS as a national research university that we consider potential changes in circumstances that might accompany the January, 2009 inauguration of a new administration. To that end, the October 2008 meeting of the Board of Advisors will consider the research landscape, manpower trends in the U.S. Armed Forces, the environment for education and research beyond Operations Enduring Freedom and Iraqi Freedom, and the needs of the university as the accreditation process moves forward.

Very respectfully,



Lee Gunn
Chair

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CMC

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NPS BOA Members

FORTY-NINTH MEETING OF THE BOARD OF ADVISORS TO THE PRESIDENT,
NAVAL POSTGRADUATE SCHOOL
22-23 APRIL 2008
MONTEREY, CA

Members in attendance:

Honorable G. Kim Wincup, Chair
VADM(Ret) Lee Gunn, Chair Elect
Mr. Walter Anderson
ADM(Ret) Stan Arthur
Honorable Jack Borsting
VADM Mark Ferguson, USN
Dr. Robert Fossum
VADM(Ret) David Frost
Lt Gen(Sel) Allen Peck, USAF
Dr. Elisabeth Pate-Cornell
Dr. Graham Spanier
MG Bob Williams, USA
Dr. Walter Jones (for RADM Bill Landay, USN)

Members not in attendance:

VADM(Ret) Lyle Bien
MajGen(Sel) Melvin Spiese, USMC
ADM(Ret) T. Joseph Lopez
Honorable Sean O'Keefe
LtGen Frances Wilson, USMC

Invited guests:

CAPT Richard Scudder, Air Force Institute of Technology

Note: The Designated Federal Officer was in attendance